

Strategic Linkages

Countywide Strategic Planning

Over the past two decades, a number of countywide initiatives have been implemented to strengthen collective decision-making, and to adopt a more strategic and thoughtful approach to short and long-term planning.

To build on previous work and promote direct alignment between individual department missions and overarching community priorities, the County launched a comprehensive and intensive process in early 2019 to develop its first-ever Countywide Strategic Plan. This process included an unprecedented effort to connect with the community through multiple surveys, focus groups, stakeholder meetings, and listening sessions, informing the development of the plan at every stage.

At the outset, the goals of the plan were to:



Set a **clear, unified, community-driven vision** for the next 10–20 years



Provide a tool for **focusing and prioritizing initiatives** over the next 3–5 years



Align and integrate existing departmental and issue-specific plans



Communicate progress on achieving measurable outcomes



Once the plan was adopted by the Board of Supervisors in late 2021, the ongoing implementation of the Countywide Strategic Plan was launched, galvanized by Four Key Drivers. Among these, Equity is considered a “super driver” as it guides the overall work of the plan through the use of disaggregated data to identify and address areas of inequity.



EQUITY

Apply a racial and social equity lens to engagement efforts and strategy development



DATA INTEGRATION

Use data-driven insights, disaggregating by place and population wherever possible



COMMUNITY OUTCOMES

Align collective work with the Ten Community Outcome Areas and related Indicators of Community Success



INCLUSIVE ENGAGEMENT

Create multiple avenues for community, stakeholder, and employee engagement

The Countywide Strategic Plan will become increasingly integrated within the budget process, through the continued alignment of County departments with the 10 Community Outcome Areas, the indicators of community success, and the evolving strategies and metrics that provide a framework for countywide strategic decision-making.

The Year Two Annual Report was released concurrent with the [FY 2025 Advertised Budget Plan](#) in February 2024 and summarizes how it has enhanced the value and vitality of the County for all residents, visitors, and employees through better communication, increased collaboration, and improving the use of data. The Year One Annual Report, the Countywide Strategic Plan, as well as

background documents and informational videos translated into multiple languages, are posted at www.fairfaxcounty.gov/strategicplan.

Key Driver: Equity

One Fairfax is a joint social and racial equity policy adopted by the Fairfax County Board of Supervisors and the Fairfax County School Board. It commits the County and the school system to intentionally consider equity when making policies or delivering programs and services. One Fairfax is a framework—or “lens”—that is used to consider equity in decision-making and in the development and delivery of future policies, programs, and services. It helps the County and school leaders look intentionally, comprehensively, and systematically at barriers that may be creating gaps in opportunity. The policy identifies 17 areas of focus to promote equity, including community and economic development, housing, education, environment, and transportation.



Since 2017, the One Fairfax Office has been working with agencies to examine their programs and services and create annual equity plans. Each department director designated an equity lead in their department to advance this work. Equity leads are being provided with learning opportunities to build their foundational understanding of key concepts and are being guided through an equity impact planning process. Through this process, agencies are gaining a more equity-informed understanding of the context of their work, considering opportunities for impact, determining intended results in the community and outcomes to be achieved through the direct efforts of their organizations, and identifying metrics.

A key component of countywide strategic planning is the development of new data dashboards, which include metrics disaggregated by place and population in every possible case, as well as critical contextual information for equity-informed decision making.

Effective and Efficient Government: Performance Measurement

Since 1997, Fairfax County has used performance measurement to gain insight into, and make judgments about, the effectiveness and efficiency of its programs, processes, and employees. While performance measures do not in and of themselves produce higher levels of effectiveness, efficiency, and quality, they do provide data that can help to reallocate resources or realign strategic objectives to improve services. Each Fairfax County agency decides which indicators will be used to measure progress toward strategic goals and objectives, gathers and analyzes performance measurement data, and uses the results to drive improvements in the agency. These indicators are supplemented by the development of new data dashboards and stories, which inform strategic planning through analyzing population-level data which is disaggregated in every possible case to identify inequities in the community.

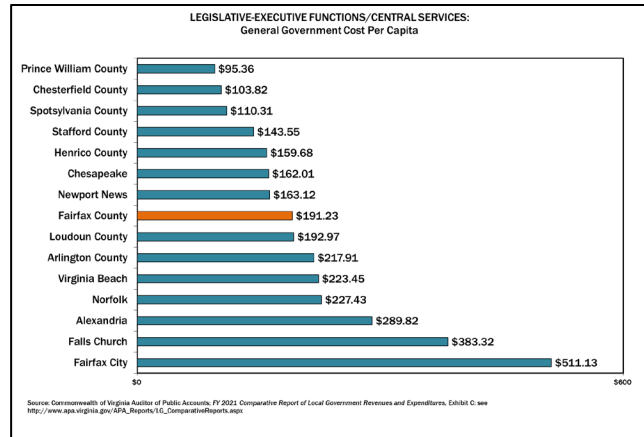


In 2021, the most recent award cycle, Fairfax County was one of only 31 jurisdictions to receive ICMA's highest recognition for performance measurement, the “Certificate of Excellence.”

Fairfax County also uses benchmarking, the systematic comparison of performance with other jurisdictions, in order to discover best practices that will enhance performance. Cost per capita data for each program area, (e.g., Public Safety, Health and Welfare, Community Development) has also been included at the beginning of each program area summary in Volume 1 of the

FY 2025 Advertised Budget Plan.

The Auditor of Public Accounts for the Commonwealth of Virginia collects this data and publishes it annually. The jurisdictions selected for comparison are the Northern Virginia localities, as well as those with a population of 100,000 or more elsewhere in the state.



Effective and Efficient Government: Links to the Budget

The annual budget includes links to the comprehensive strategic initiatives described above; these links are expanded upon in the Year Two Annual Report. To achieve these links, agency budget narratives include discussions of agency strategic planning efforts; program area summaries include cross-cutting efforts and benchmarking data; and the Key County Metric presentation in this section demonstrates how the County is performing as a whole. As a result, the budget information is presented in a user-friendly format and resource decisions are more clearly articulated to Fairfax County residents.

- ▶ **Agency Narratives:** Individual agency narratives identify strategic issues, which were developed during the agency strategic planning efforts, link core services to the Countywide Strategic Plan and expand the use of performance measures to clearly define how well the agency is delivering a specific service. Agency narratives are included in budget Volumes 1 and 2.
- ▶ **Program Area Summaries:** Summaries by Program Area (such as Public Safety, Health and Welfare, Judicial Administration) provide a broader perspective of the strategic direction of related agencies. This helps to identify common goals and programs that may cross departments. In addition, benchmarking information is included on program area services to demonstrate how the County performs in relation to other comparable jurisdictions. Program area summaries are included in budget Volume 1.
- ▶ **Key County Metrics:** For FY 2025, the existing Key County Metrics outlined below have been aligned with Countywide Strategic Plan Community Outcome Areas to give the reader a high-level perspective on how the County is doing as a whole. The information included in future budget documents will continue to evolve as headline metrics and data for the Countywide Strategic Plan are defined and analyzed. In FY 2023, headline metrics and data were developed for the Economic Opportunity Outcome Area and that information is reflected in the documentation that follows; in FY 2024, data dashboards were added for the Healthy Communities and Mobility and Transportation outcome areas.
- ▶ **Schools:** The Fairfax County Public Schools provide an enormous contribution to the community and, in an effort to address the County's investment in education and the benefits it provides, a list of Fairfax County School Student Achievement Goals are included following the Key County Measures presentation.

Key Driver: Community Outcomes

The foundation of the Countywide Strategic Plan is the 10 Community Outcome Areas, which were identified based on extensive input from residents and other stakeholders throughout the development of the plan and beyond. These areas include the following:



CULTURAL AND RECREATIONAL OPPORTUNITIES

All residents, businesses and visitors are aware of and able to participate in quality arts, sports, recreation and culturally enriching activities

What does success look like?

- Access to Local Arts, Sports and Cultural Opportunities
- Satisfaction with Local Arts, Sports and Cultural Opportunities
- Awareness and Appreciation of Diverse Cultures
- Representation of Diverse Cultures



ECONOMIC OPPORTUNITY

All people, businesses, and places are thriving economically

What does success look like?

- Healthy Businesses in a Diverse Mix of Industries
- Economic Stability and Upward Mobility for All People
- Preparing People for the Workforce
- Promoting Innovation in the Local Economy
- Promoting Economic Vibrancy in All Parts of Fairfax County



EFFECTIVE AND EFFICIENT GOVERNMENT

All people trust that their government responsibly manages resources, is responsive to their needs, provides exceptional services and equitably represents them

What does success look like?

- Customer Satisfaction with County Services
- Inclusive Community Engagement
- Effective and Representative County and School Workforce
- Effective Technology and Quality Facilities
- Financial Sustainability and Trustworthiness



EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

All people facing vulnerability are empowered and supported to live independent lives to their fullest potential

What does success look like?

- All People Are Respected, Understood and Connected
- Services Are Easy to Access and Use
- Services Are High Quality and Coordinated
- All People Can Meet Their Basic Needs



ENVIRONMENT AND ENERGY

All people live in a healthy sustainable environment

What does success look like?

- Promoting Air, Water and Land Quality
- Supporting Sound Environmental Policy and Practices



HEALTHY COMMUNITIES

All people, businesses, and places are thriving economically

What does success look like?

- Access to Health Services
- Improving Physical and Behavioral Health Conditions
- Promoting Health-Related Behaviors



HOUSING AND NEIGHBORHOOD LIVABILITY

All people live in communities that foster safe, enjoyable and affordable living experiences

What does success look like?

- Adequate Quantity and Availability of Housing
- Affordable and Quality Housing
- Access to Amenities that Promote Healthy Neighborhoods
- Flexibility and Adaptability of Land Use Rules
- Preventing and Ending Homelessness



LIFELONG EDUCATION AND LEARNING

All people at every stage of life are taking advantage of inclusive, responsive and accessible learning opportunities that enable them to grow, prosper and thrive

What does success look like?

- Access to Early Childhood Education
- Access to Quality Technology
- Participation in Learning Opportunities
- Supporting Academic Achievement
- Supporting Career-Based Training
- Increased English Language Proficiency



MOBILITY AND TRANSPORTATION

All residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the county and beyond via our well-designed and maintained network of roads, sidewalks, trails and transit options

What does success look like?

- Efficient and Varied Transportation Options
- Infrastructure Condition, Sustainability and Environmental Impact
- Improved Traveler Safety
- Increased Accessibility, Affordability and Equity



SAFETY AND SECURITY

All people feel safe at home, school, work and in the community

What does success look like?

- Following Laws and Regulations
- Timeliness and Quality of Emergency Response
- Effective and Equitable Administration of Justice
- Safety-Related Prevention and Preparedness
- Reliable and Secure Critical Infrastructure

Key County Metrics

The following Key County Metrics communicate the County’s progress using data compiled by a diverse team of Fairfax County senior management and agency staff. For FY 2025, pre-existing metrics have been aligned to the 10 Community Outcome Areas in the Countywide Strategic Plan. The following information provides actual data from FY 2021, FY 2022 and FY 2023, and includes a discussion of how the metrics relate to the respective Community Outcomes. For some metrics, FY 2022 is the most recent year in which data are available, and FY 2023 Actuals will be included in the following year’s budget document. All of the indicator data are for Fairfax County only and listed by fiscal year, unless otherwise noted in the text. The term *measures* previously used within this document will be replaced with *metrics* moving forward in order to align with the strategic plan.

In addition to this realignment, in FY 2023, a process to incorporate metrics and data that better reflect the outcomes of the Countywide Strategic Plan was also initiated. Thus far, headline metrics have been developed for the following three Outcome Areas: Economic Opportunity, Healthy Communities and Mobility & Transportation. Metrics have been incorporated into interactive dashboards (one for each Outcome Area) which enable the viewer to access more detailed data and a narrative for context and clarity. The dashboards are designed to inform residents and stakeholders, monitor progress over time, identify any demographic or geographic disparities among residents and guide community leaders, practitioners and advocates in making data-driven decisions. The enclosed information for the three Outcome Areas mentioned above serves as a high-level summary and these sections include links to interactive dashboards for a deeper exploration by topic.

This section of the budget document will continue to evolve as additional dashboards are developed for the remaining seven outcome areas. Each dashboard will be updated yearly to monitor progress toward a more prosperous and equitable community.

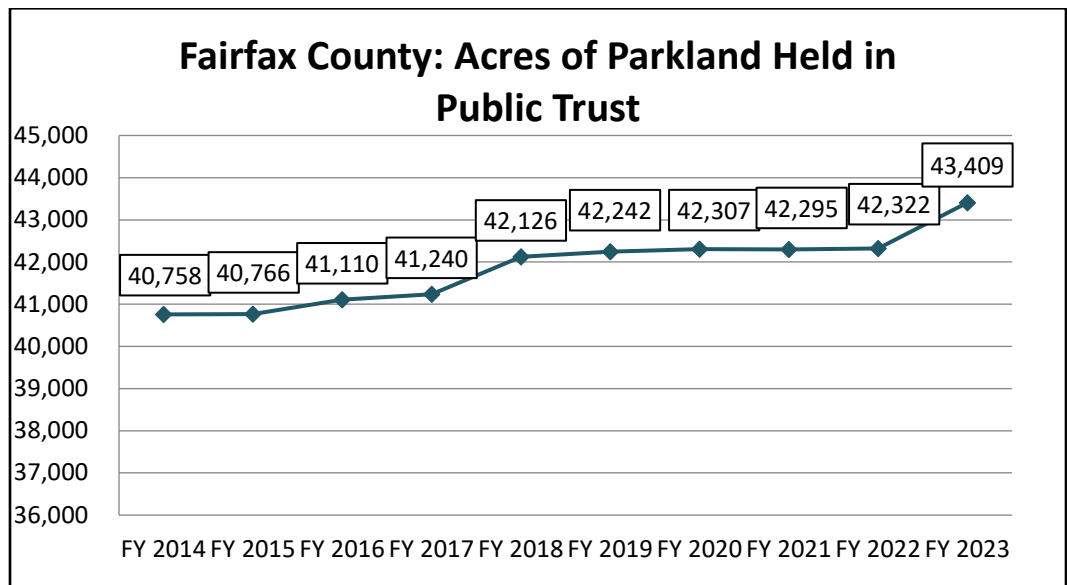
Cultural and Recreational Opportunities



The availability of arts, sports, culture and recreation are foundational to the overall quality of life and well-being of Fairfax County residents and visitors and contribute significantly to the community’s social connectivity and health. These programs also play a critical role in supporting the regional economy, through the sale of goods and services, employment and events revenue. The proposed strategies in this section seek to sustain forward momentum, with a focus on the need for well-maintained spaces and programs and services that constantly adapt to the needs of participants. The recommended approaches focus on quality programming, equitable access and broad inclusion and awareness of all options that are available throughout Fairfax County.

Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
Acres of parkland held in public trust	42,295	42,322	43,409
Annual number of visitations to libraries, park facilities and recreation and community centers	6,971,646	6,784,667	6,821,028
Library materials circulation per capita	8.4	8.8	9.3
Percent of library circulation represented by materials in languages other than English	0.8%	0.9%	0.9%
Percent of Park Authority, Fairfax County Public Schools, and Community and Recreation Services athletic fields adopted by community groups	14.5%	13.8%	14.3%

The indicators above capture data related to cultural and recreational opportunities available in Fairfax County. The amount of **acres of parkland held in public trust** is a preservation of open space that enhances the County’s appeal as an attractive place to live and provides space for recreation. This measure tracks the parkland in the County held by the Fairfax County Park Authority, the Northern Virginia Regional Park Authority (NOVA Parks), state and federal governments, and other localities. In FY 2023, the reported acreages for the Fairfax County Park Authority, U.S. Wildlife and Fisheries, and Northern Virginia Conservation Trust increased, partially offset by a decrease for the National Park Service associated with a change in methodology. In total, these adjustments bring the FY 2023 total acreage to 43,409.



Availability and **use of libraries, parks and recreation facilities** is often used as a "quality-of-life" indicator and is cited as a major factor in a family’s decision for home location and a company’s decision for site location. In the fall of 2020, the voters approved a bond referendum in the amount of \$90 million to support four priority library facilities. These libraries included Kingstowne, Patrick Henry Community, Sherwood Regional, and George Mason Regional libraries. The Kingstowne Library site was previously purchased by the County to replace the existing leased space with a newly constructed library. The design has been completed on a Kingstowne Complex which co-locates the Kingstowne Library with the Franconia Police Station, the Franconia District Supervisor’s Office, the Franconia Museum, an Active Adult Center, and a childcare facility in one comprehensive facility on the library site. The design also includes garage parking and a County fueling station. The Patrick Henry Library renovation will support a proposed joint development project between Fairfax County and the Town of Vienna to renovate the library and provide additional parking structures for the library and the Town. Sherwood Regional Library and George Mason Regional Library renovations will support upgrades to all the building systems which have outlived their useful life, including major replacements such as roof and heating, ventilation, and air conditioning (HVAC) replacement. In addition, the renovations will accommodate current operations, provide energy efficiency and a more efficient use of the available space, meet customers’ technological demands, and better serve students and young children. The quiet study areas and group study rooms will be improved, with space to accommodate a higher number of public computers and wireless access. In FY 2023, the number of visits to all libraries, parks and recreation facilities increased slightly as the community recovers from the COVID-19 pandemic.

For Fairfax County Public Library, FY 2023 continued a return to 'normal' operations, with all library branches having uniform hours of service. Following two challenging years due to the COVID-19 pandemic, the library met 88 percent of its scored performance measures in FY 2023, including 86 percent of its outcome measures. With no disruptions to service, the number of in-person visits to the library grew by more than 13 percent to nearly 2.8 million people. The number of items circulated from the library's collection increased more than 6 percent to more than 11.2 million items.

The use of electronic resources remains strong with database usage of more than 1.7 million views; circulation of more than 1.5 million eBooks, more than 1.3 million audiobooks, and more 141,000 eMagazines and eVideos. Total E-Circulation now accounts for 27 percent of all circulated materials.

Staff members continue to create popular programming options with in-person events rebounding toward pre-pandemic levels, supplemented with online events. In-person program attendance more than doubled in FY 2023 and with both in-person and digital programming opportunities, continues to offer library users services through a variety of platforms for preschoolers, school age children, and adults.

For residents of Fairfax County who do not have access to a computer at home or at work, or who do not possess the technical skills or are not able to utilize technology due to language barriers, the County utilizes other methods and media to connect them with information and services. Libraries, for example, are focal points within the community, and offer a variety of brochures, flyers and announcements containing information on community activities and County services. To help those who need internet access for work or educational purposes, all Fairfax County Public Library (FCPL) branches provide WiFi capability with availability outside the buildings in library parking lots. Patrons conducted nearly 400,000 WiFi sessions at library branches. FCPL cardholders are also able to check out Chromebooks for use at home from five regional branches participating in a pilot program. Library users are able to seek guidance in conducting research, support using library databases, and information services via text. Library staff engaged in nearly 2,000 chats in FY 2023 in real time from 10:00am to 5:45pm Monday through Friday.

One indicator used by the library industry to demonstrate utilization of libraries is library materials circulation per capita, which increased to 9.3 in FY 2023. This high circulation rate demonstrates the availability of an extensive selection of materials and a desire for library resources among Fairfax County residents. In addition, interest in library resources can be seen in the number of unique visitors to the FCPL website, which totaled more than 1.7 million visits. For additional information on benchmarks, please refer to the Parks and Libraries Program Area Summary in Volume 1.

As previously mentioned, Fairfax County is becoming an increasingly diverse community in terms of culture and language. As of 2021, 39 percent of Fairfax County residents spoke a language other than English at home. In an attempt to better serve the non-English speaking population, the Fairfax County Public Library has dedicated a portion of its holdings to language appropriate materials for this portion of the community. With circulation of more than 11.2 million items by FCPL in FY 2023, the 0.9 percent reported for the circulation of non-English materials represents a significant number of materials being used by a multilingual population.

Athletic fields are an important recreational resource for the community and the County has sought partnerships with residents to improve and to maintain the facilities they use. Community groups have adopted 14.3 percent of athletic fields. Athletic field adoptions reduce the County's financial burden to maintain these types of public facilities and improve their quality. Analysis indicates that organizations in Fairfax County annually provide over \$4 million in support for facility maintenance and development. In addition to natural turf field maintenance, community organizations continue to develop synthetic turf fields by partnering with the County and funding the development

independently. New incentives have recently been put into place to encourage groups to maintain and increase adoptions despite the current economic climate. The Department of Neighborhood and Community Services, Fairfax County Park Authority (FCPA), and Fairfax County Public Schools (FCPS) continue to work with a very involved athletic community to design and implement the FCPS diamond field maintenance plan. This plan established an enhanced level of consistent and regular field maintenance at school softball and baseball fields. This benefits both scholastic users as well as community groups that are reliant upon use of these fields to operate their sports programs throughout the year.

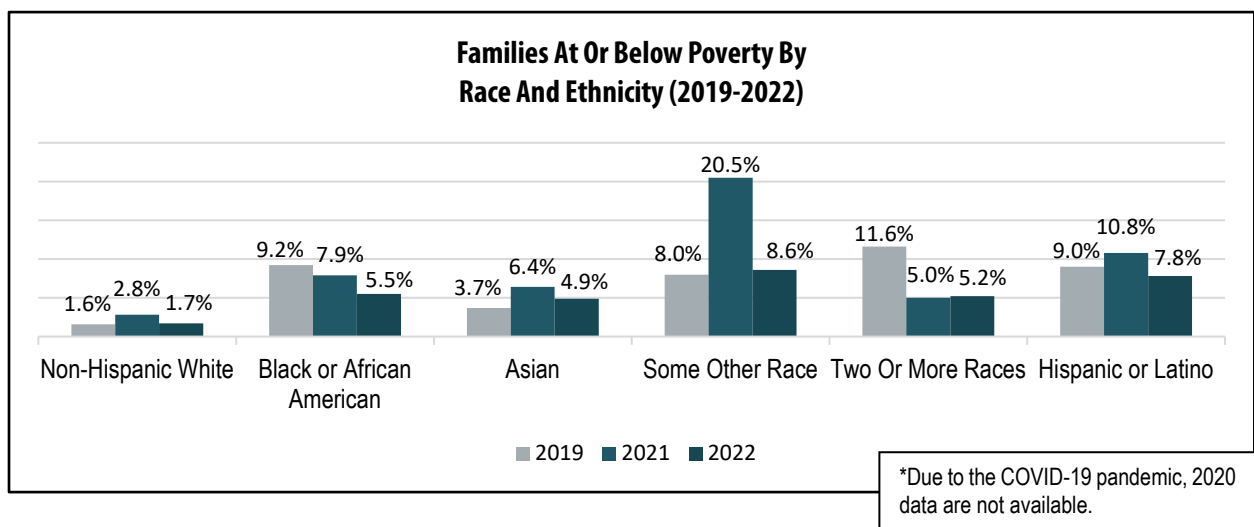
Economic Opportunity



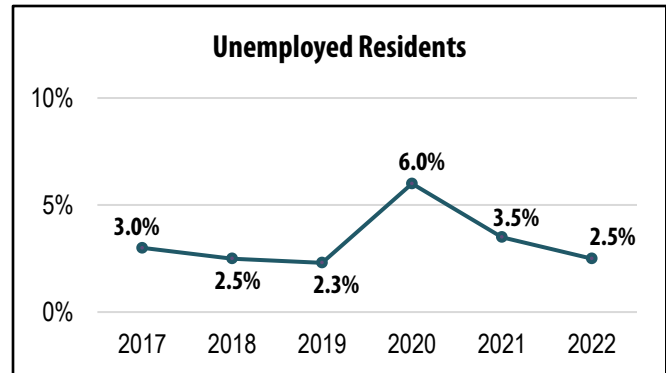
Fairfax County is well known for its quality public schools, high median income, low unemployment rate, overall public safety, high concentration of both corporate headquarters and higher education institutions and other key measures of economic prosperity. At the same time, many people and neighborhoods throughout the County do not have equal access to opportunity and are prevented from realizing sustained prosperity and economic mobility as a result. There is also a need to connect historically marginalized people with new job growth, to invest in workforce training and other supports and to help residents achieve financial self-sufficiency.

There are eight headline metrics related to various economic factors, including employment, poverty, education, job growth, business establishments and office vacancy rates, among others. The metrics included in this Outcome Area help to evaluate the economic vitality of the community, including residents and businesses, recognizing that future economic growth requires the full participation of all Fairfax County populations and places:

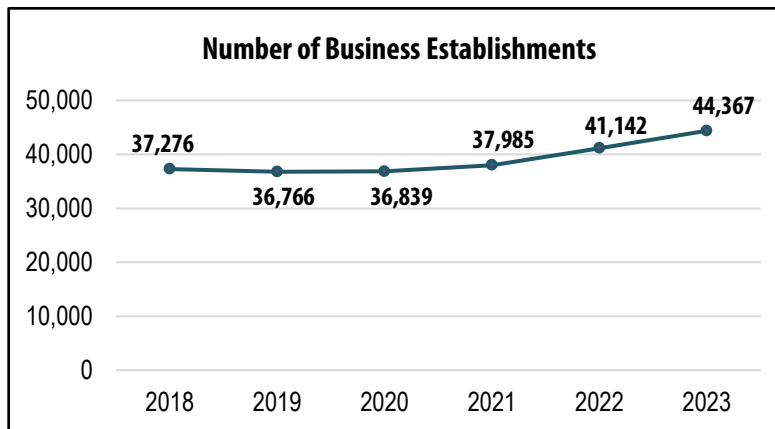
In 2022, 3.6 percent of Fairfax County families were **at or below poverty**, a rate that has fluctuated since 2019. Overall, the number of families at or below poverty has decreased during the same timeframe but disproportionately affected the various racial and ethnic groups in Fairfax County. Families of Some Other Race and Hispanic or Latino families had the highest rates of poverty.



As rates of poverty (and financial self-sufficiency) are tied to employment and jobs, there are positive signs of economic health and recovery from the COVID-19 pandemic, including the unemployment rate and number of businesses. The County **unemployment** rate has continued to decrease since the record highs experienced with the onset of the COVID-19 pandemic in 2020. In



addition, the annual average number of **business establishments** in Fairfax County continues to increase, reaching 44,367 businesses (of All Ownerships) as of Q2 2023.



For more information regarding economic opportunity in Fairfax County, reference the [Economic Opportunity Dashboard](#).

Effective and Efficient Government

Fairfax County is widely recognized as a well-managed County, which is routinely confirmed by multiple external oversight agencies. However, sustaining a record of excellence requires the County to constantly seek new ways to improve, becoming increasingly more proactive, adaptable to change and responsive to all residents. The County has a responsibility to ensure that resources are managed in a way that is transparent, and that taxes are affordable for residents and stakeholders who choose to live and do business in Fairfax County. The proposed strategies in this section focus on the elements of local government that will have the most impact as Fairfax County looks ahead to the future, driving improved collaboration among employees, residents, community groups and other stakeholders. Where available, current and future year estimates based on the proposed budget are included for this Community Outcome Area.



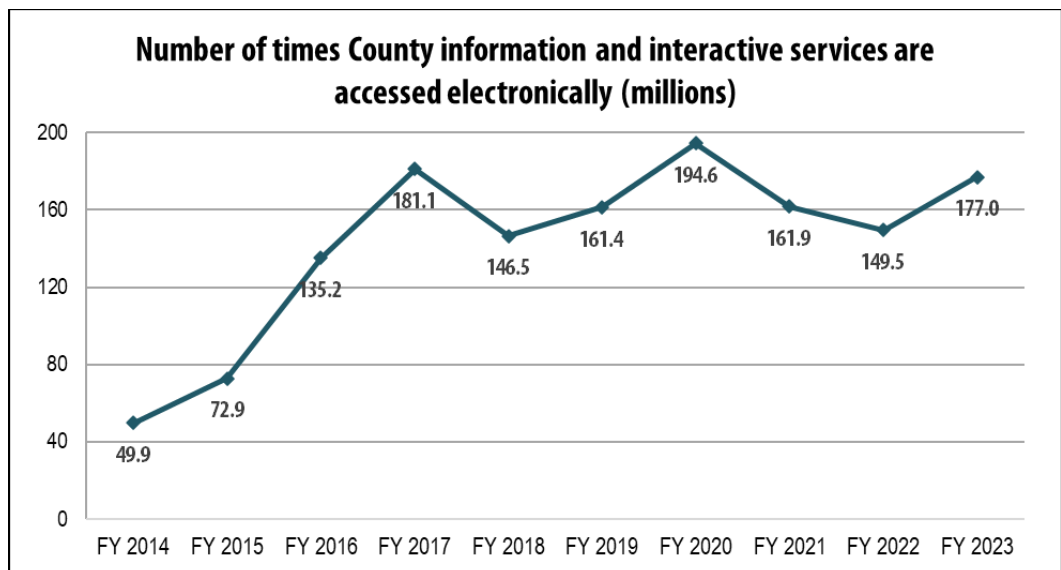
Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Number of times County information and interactive services are accessed electronically (millions)	161.9	149.5	177.0	NA	NA
Percent of registered voters who voted in general elections	79.4%	60.0%	NA	NA	NA

Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
Average tax collection rate for Real Estate Taxes, Personal Property Taxes and Business, Professional, and Occupational License Taxes	99.44%	99.41%	99.61%	99.39%	99.38%
Number of consecutive years receipt of highest possible bond rating from major rating agencies (Aaa/AAA/AAA)	43	44	45	46	47
Cumulative savings from both County bond sales as compared to the Bond Buyer Index and County refundings (in millions)	\$976.65	\$1,013.88	\$1,025.71	\$1,029.77	\$1,029.77

Fairfax County has a robust and nationally known social media program that encourages interaction with and sharing of County information so residents can serve as information ambassadors to friends, neighbors and co-workers who may not otherwise have access (this was especially important during the height of the COVID-19 pandemic). By using tools like Facebook, Nextdoor, X (formerly Twitter), Threads and YouTube, Fairfax County delivers a high-quality experience for residents on those platforms with relevant, timely and actionable information. The Office of Public Affairs (OPA) has also started multilingual social media accounts to align with One Fairfax principles. County efforts continue to pay dividends both for the exchange of information and improving awareness of County resources.

For example, ongoing surveys of County Nextdoor followers showed that more than 85 percent of respondents were satisfied with Fairfax County’s use of the platform. On Facebook, 91 percent of followers said they have learned more about their local government through County content.

Overall in FY 2023, there were 123 million social media impressions on official social media accounts. The County website included 54 million page views.



The County consistently demonstrates success in maintaining high **average tax collection rates**, which results in equitable distribution of the burden of local government costs to fund the wide variety of County programs and services beneficial to all residents.

In the Effective and Efficient Government outcome area, an indicator of success is the County's **Workforce Planning** effort began in FY 2002 to anticipate and integrate the human resources response to agency strategic objectives. Changes in agency priorities such as the opening of a new facility, increased demand for services by the public, the receipt of grant funding, or budget reductions can greatly affect personnel needs. Given these varying situations, workforce planning helps agency leadership retain employees and improve employee skill sets needed to accomplish the strategic objectives of the agency. Effective workforce planning is a necessary component of an organization's strategic plan, to provide a flexible and proficient workforce able to adapt to the changing needs of the organization.

In FY 2008, Fairfax County added a succession planning component to workforce planning. The succession planning process provides managers and supervisors a framework for effective human resources planning in the face of the dramatic changes anticipated in the workforce over the next five to 10 years. It is a method for management to identify and develop key employee competencies, encourage professional development, and contribute to employee retention.

Succession planning remains critical as approximately 12.8 percent of current employees will be eligible for retirement by the end of FY 2025 and 30.7 percent will be eligible to retire within the next five years. To actively promote succession planning, countywide teams provide an outstanding opportunity for staff to become directly involved in plan implementation, contribute their ideas for quality improvement, and take the lead to embed strategic planning elements within their departments. To date, hundreds of County employees have participated on strategic planning teams, and as implementation continues, these numbers will continue to increase as previous participants become ambassadors and new employees are actively engaged in the process.

Within the Effective and Efficient Government outcome area, **IT Initiatives** are a key to delivering the services that people need and expect. The County is committed to providing the necessary investment in information technology (IT), realizing the critical role it plays in improving business processes and customer service. Fund 10040, Information Technology Projects, was established to accelerate the redesign of business processes to achieve large-scale improvements in service quality and to provide adequate enterprise-wide technological infrastructure. Consequently, the County is consolidating its investments to accommodate and leverage technological advancements and growth well into the 21st century. Constrained funding will impact the number of new IT projects that can be undertaken in the next year. However, the County continues to explore and monitor all areas of County government for IT enhancements and/or modifications which will streamline operations and support future savings.

In order to receive funding, IT initiatives must meet one or multiple priorities established by the Senior Information Technology Steering Committee. The County's IT project portfolio includes a mix of projects that benefit both residents and employees and that secure and strengthen the County's technology infrastructure. It is anticipated that these projects will be funded with one-time balances and/or agency savings as part of future quarterly reviews. Funding projects incrementally at quarterly reviews is an effective strategy that enables the County to optimize use of available dollars and align project funding with project budgets, plans and schedules.

Empowerment and Support for Residents Facing Vulnerability



Fairfax County is fully committed to providing residents facing vulnerability with a safe place to receive necessary services, in a way that mitigates challenges through a holistic, streamlined, respectful and individualized approach. The role of local government is to identify people who need support in order to reach their personal level of “self-sufficiency,” which is related to various factors including health (mental and physical), age and varying levels of personal ability. While there are basic human needs that must be met, individual circumstances may require a number of supports, representing multiple, overlapping challenges that may emerge, evolve and resolve over time. Therefore, it is critical to ensure a close connection with people facing vulnerability, so situations can be monitored and responded to in an effective manner. The role of caregivers should also be elevated when needed, so that people who want to empower caregivers to advocate for their needs can do so, to the extent possible by law. The proposed strategies in this section seek to improve the way people facing vulnerability are identified, connected with, served and supported over time.

Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
Percent of seniors, adults with disabilities and/or family caregivers who express satisfaction with community-based services that are provided by Fairfax County to help them remain in their home/community ¹	NA	94%	94%

¹ Due to the COVID-19 pandemic, customer satisfaction services were suspended. As a result, accurate data for FY 2021 is not available.

The County continues to be successful in **caring for older adults and persons with disabilities by helping them stay in their homes** as indicated by the 94 percent combined satisfaction rating for two support programs: Adult Day Health Care (ADHC) and Congregate Meals programs. As a result of the COVID-19 pandemic, the ADHC centers were closed and the Congregate Meals program provided emergency meals during senior center closures; therefore, accurate annual satisfaction survey data was not available for FY 2021. One of the services to help during these closures was the Home Delivered Meals program, which broadened the eligibility criteria attributed to the COVID-19 pandemic and served 25.0 percent more meals in FY 2021. As the COVID-19 pandemic and the Governor’s stay at home emergency orders were lifted, participants who no longer needed to quarantine or self-isolate were able to return to their normal methods of obtaining food. The annual satisfaction survey resumed since all ADHC centers reopened in September 2021 and ADHC satisfaction was 94 percent in FY 2023. The Congregate Meals program reopened in December 2022, and client satisfaction remained high at 91 percent in FY 2023.

Environment and Energy



Fairfax County is making progress through many of the environmental policies and practices that support air, water and land quality. It is important for people to have the opportunity to enjoy the natural environment, and that residents, businesses, County employees and visitors share in the responsibility to improve environmental outcomes (especially the reduction of greenhouse gasses). By continuing to make a wide variety of improvements, such as increasing the use of alternative energy, green roofs and stream restorations, as well as bike lane and pedestrian options, the long-term environmental well-being of the County will be improved.

The strategies in this section seek to protect, conserve and sustain environmental resources to promote clean air, water and soil. To confront the challenges posed by climate change, the County will improve the resilience of natural resources and community infrastructure and serve as a catalyst

for community-wide action to reduce greenhouse gas emissions from Fairfax County residences and businesses.

Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
Unhealthy Air Days as reported by Metropolitan Washington Council of Governments (Calendar Year)	8	3	20
Overall Level of Stream Quality as a weighted index of overall watershed/ stream conditions on a scale of 5 (Excellent) to 1 (Very Poor)	2.5	2.2	2.6
Percent of Tree Coverage in County	54%	54%	54%
Number of homes that could be powered as a result of County alternative power initiatives	64,416	64,024	61,458
Municipal Solid Waste Recycled as a percentage of the waste generated within the County (Calendar Year) ¹	47.5%	47.8%	NA

¹ Recycling data is reported in April to the Virginia Department of Environmental Quality and will be included with the FY 2025 Adopted Budget document.

The Board adopted an updated Environmental Vision on June 20, 2017. As articulated in the preface, the updated Environmental Vision document establishes, *“an overarching vision to attain a quality environment that provides for a high quality of life and is sustainable for future generations. These aspects of a quality environment are essential for everyone living and working in Fairfax County. No matter what income, age, gender, ethnicity, or address, everyone has a need and a right to breathe clean air, to drink clean water and to live and work in a quality environment.”*

The updated Environmental Vision is premised on two principles. First, that “conservation of our limited resources must be interwoven into all government decisions,” and, second, that “the Board must be committed to providing the necessary funds and resources to protect and improve our environment for better quality of life now and for future generations.”

The Vision includes sections on Land Use, Transportation, Water, Waste Management, Parks and Ecological Resources, Climate and Energy, and Environmental Stewardship. The Environmental Vision is available online at: <https://www.fairfaxcounty.gov/environment-energy-coordination/environmental-vision>.

To support the Climate and Energy objectives in the Environmental Vision, the County oversees implementation of two major climate planning initiatives, the Community-wide Energy and Climate Action Plan (CECAP) and Resilient Fairfax. Accepted by the Board in September 2021, CECAP includes goals, strategies, and actions to reduce greenhouse gas emissions and address the causes of climate change. The County is working closely with the community to implement CECAP and meet its overarching goal of carbon neutrality by 2050. Adopted by the Board in November 2022, Resilient Fairfax is focused on the impacts of climate change on the County. Through implementation of the 11 goals and 48 strategies in the final plan, Fairfax County will be able to adapt and become more resilient to changing conditions and climate-related hazards such as extreme heat, severe storms, and flooding. More information about these initiatives is available at: <https://www.fairfaxcounty.gov/environment-energy-coordination/policies-and-initiatives>.

Fairfax County is also committed to addressing greenhouse gas emissions from its own operations. In July 2021, the Board adopted the Carbon Neutral Counties Declaration, through which it pledges to be energy carbon neutral by 2040. To help meet this goal, also in July 2021, the Board adopted

an update to its Operational Energy Strategy (OES), a policy originally adopted in 2018 to reduce overall energy demand, costs and consumption and promote an energy conscious culture in the County workplace. The 2021 update to the OES includes accelerated goals and targets across 11 focus areas, including targets to produce 50 percent of County electricity from renewable energy by 2050, electrify the County fleet by 2035 and be zero waste by 2030. More information is available at: <https://www.fairfaxcounty.gov/environment-energy-coordination/energy-strategy>.

In support of the regional goal of attaining the federal ambient air quality standard for ozone levels, Fairfax County is committed to minimizing **unhealthy air days** as measured and defined by all criteria pollutants. Fairfax County has implemented air quality improvement strategies that include reducing County vehicle emissions through the purchase of hybrid or electric vehicles and electric transit buses, teleworking, not allowing mowing of grass at County properties on Code Red Days, phasing out the use of gas-powered leaf blowers at County facilities, use of low Volatile Organic Compound (VOC) paints, promoting County building energy efficiency programs, tree canopy and planting activities, green building actions, community outreach and maintaining standards and procedures that promote healthy air. In addition, the Fairfax County Department of Transportation has a number of initiatives supporting transit and other forms of alternative transportation in Fairfax County, including transportation demand management strategies, ridesharing incentives, and infrastructure improvements to improve pedestrian and bicycle safety and connectivity. Please see Agency 40, Department of Transportation, Fund 40000, County Transit Systems, and Fund 40010, County and Regional Transportation Projects, in Volume 2 for additional information. Fund 30015, Environmental and Energy Program, also includes additional information on funding levels for Environmental and Energy Strategy projects underway.

Air quality monitoring in the County is conducted by the Virginia Department of Environmental Quality (DEQ). The U.S. Environmental Protection Agency (EPA) calculates the Air Quality Index (AQI) for five major air pollutants regulated by the Clean Air Act: ground-level ozone, particulate matter, carbon monoxide, sulfur dioxide, and nitrogen dioxide. The Air Quality Index for the criteria pollutants assigns colors to levels of health concern, code orange indicating unhealthy for sensitive groups; code red – unhealthy for everyone and purple - very unhealthy. The County uses the same color indicator on unhealthy air days. Air quality, although reported as a key County indicator, should be distinguished in a regional context. The number of unhealthy air days in the Metropolitan area in calendar year 2023 was 20, up from three in calendar year 2022, as reported by Metropolitan Washington Council of Governments (MWCOC). The increase in unhealthy air days (orange quality or worse) is largely attributable to wildfires in Canada that affected air quality over a large portion of the United States, rather than a change in more local factors.

Stream quality in Fairfax County may affect residents' recreational use of streams and other water bodies as well as the quality of drinking water. Monitoring the health of waterways and preparing watershed management plans provide a head start for the County in satisfying the federal and state regulatory requirements as dictated by the County's MS4 (stormwater discharge) permit and the established Total Maximum Daily Loads (TMDLs) for pollutants in several County streams. Since 2006, significant resources have been expended towards the watershed improvement program which implements water quality improvement projects such as retrofits to existing stormwater management facilities, new stormwater management facilities, low impact development (LID) practices and stream restorations. Fairfax County has taken significant steps toward meeting the goal of improving stream conditions countywide and contributing to the restoration of the Chesapeake Bay. As part of the watershed improvement program, over 21.9 miles of streams have been restored countywide from FY 2009 through FY 2023.

Since 2004, a stratified random selection procedure has been used to identify monitoring sites for assessing and reporting the overall ecological condition of the County's streams each year. Benthic macroinvertebrates are the aquatic organisms such as crayfish, clams and mayfly nymphs that live on the stream bottom and excellent indicators of stream health. A stream quality indicator (SQI) was developed from the annual benthic macroinvertebrate monitoring data to establish overall watershed/stream conditions countywide. The SQI is an index value ranging from 5 to 1, with the following qualitative interpretations associated with the index values: 5 (Excellent), 4 (Good), 3 (Fair), 2 (Poor) to 1 (Very Poor). The SQI had fluctuated over the last 19 years between 2.0 at its low and 2.9 at its highest level as the County strives to meet the goal of a future average stream quality index value of 3.0 or greater (Fair to Good stream quality). Fluctuations in the SQI score are to be expected as sites are selected randomly and could result in higher numbers of better or worse sites being selected year to year. Variability in annual weather patterns (e.g., drought or snowfall) may also affect these fluctuations. In FY 2023, the SQI increased from the previous year (2.2) to 2.6.

Fairfax County's urban forest is critical to enhancing the livability and sustainability of the community. Tree canopy (**Tree Coverage**) improves air quality, water quality, stormwater management, carbon sequestration, energy conservation and human health and well-being. Management of the trees within urban forests to maximize the multitude of benefits they provide to residents is an essential step in successfully reaching the commitments and goals of the Board of Supervisor's Environmental Vision, the One Fairfax Policy, the Tree Action Plan, the Cool Counties Climate Stabilization Initiative, and other County public health, livability and sustainability initiatives and programs. Tree coverage in the County is expressed as the percent of the County's land mass covered by the canopies of trees.

Tree cover data is not collected each year; high resolution satellite imagery studies were conducted in 2011 and 2015 and analyzed by the University of Vermont's Geospatial Laboratory. Analysis published in March of 2017 which utilized state-of-the-art urban tree canopy detection techniques estimated that the County has a tree canopy level of approximately 54 percent and estimated that the actual increase in tree canopy between 2011 and 2015 to be about 1 percent. Please note that prior estimates of 50 percent tree cover for FY 2015 and FY 2016 have been revised to 54 percent tree cover based on the University of Vermont analysis. Tree cover is projected to remain at approximately 54 percent until updated data and analysis can be acquired by the County.

Alternative power initiatives highlight County efforts to contribute to pollution prevention through the use of cleaner, more efficient energy sources. These initiatives are expressed through the actions of the Fairfax County Solid Waste Management Program (SWMP) by its ability to generate or harness energy from municipal solid waste (MSW). Electrical energy generated by combusting MSW in an Energy-from-Waste Facility (EFW) and combusting landfill gas captured by decomposing MSW in reciprocating internal combustion engines can be expressed as the equivalent number of homes that could be powered by energy realized from alternative sources. In calendar year (CY) 2023, the equivalent number of homes powered by alternatively generated electrical energy was 61,458 homes, according to Covanta Fairfax and Energy Power Partners. Landfill gas is also used as an alternative fuel to natural gas to generate heat for several County facilities and to operate pollution control equipment at the Noman Cole Pollution Control Plant. In CY 2023, that use was the equivalent of 550,746 therms of natural gas, a significant improvement thanks to improved deliveries to the Noman Cole Pollution Control Plant.

Solid waste management is a key environmental responsibility of Fairfax County. Fairfax County manages solid waste and **recycling** according to a solid waste hierarchy that prefers reduction, reuse and recycling over Waste-to-Energy or landfilling. The County's Solid Waste Management Program (SWMP) has responsibility for providing a system for municipal solid waste management as shown in the 20-Year Solid Waste Management Plan updated and approved by the Board of Supervisors in 2020. This plan, mandated by state law and administered by the Virginia Department of Environmental Quality (DEQ), documents the County's integrated management system, and provides long-range planning for waste disposal and recycling for the next 20 years and must be updated every five years. The County's solid waste program provides opportunities for both residents and businesses to properly manage waste that they generate. Residents can recycle bottles, cans, paper, cardboard, motor oil, antifreeze, and used cooking oil at the County's two solid waste management complexes. These facilities have multiple areas dedicated to waste reduction, diversion, and donation prior to disposal. Fairfax County continues to administer and enforce requirements to recycle paper, cardboard, glass, plastic and metal food and beverage containers from all residential properties. Non-residential properties are required to have paper and cardboard recycling.

The County's recycling rate is calculated on a calendar year basis according to a procedure defined by state regulations and is due to the Virginia Department of Environmental Quality by April 30 each calendar year; data for 2023 will be included in the FY 2025 Adopted budget document. In 2022, 47.8 percent of municipal solid waste was recycled, a slightly higher percentage than in 2021. SWMP is taking steps to reduce contamination and reduce rejections of recyclable commodities and promote waste source reduction. For example, Fairfax County operates two drop-off locations for Food Scrap Composting. Organics account for up to one-third of the trash generated daily in the County. Converting this material into compost is a more sustainable approach to managing this portion of the waste stream. The drop-off locations are at the [I-95 Landfill Complex](#) and the [I-66 Transfer Station](#), and both locations are open seven days a week. In addition, food waste is collected at several Farmers Markets around the County. SWMP also offers food waste collection at County events and in office kitchens, in some libraries, and Board of Supervisors offices. As of spring 2023, the Food Scrap Composting program had diverted over 327,000 pounds of food waste. Over the lifetime of the composting pilot, over 310 tons of carbon dioxide equivalent emissions have been avoided.

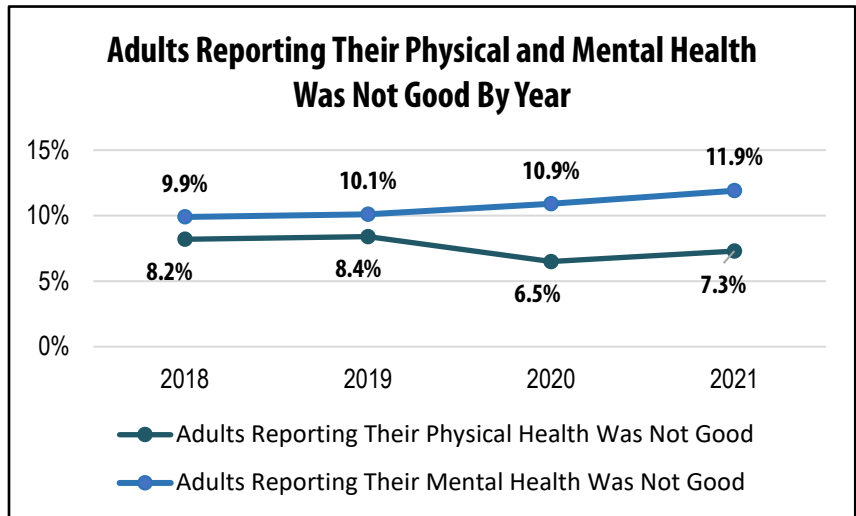
Healthy Communities

Fairfax County is committed to providing equitable access to affordable healthcare and healthy living opportunities, allowing all residents to attain their full health potential. Health and well-being are influenced by a wide range of social and economic factors, health behaviors and access to services. It is important to recognize that disparities exist. For some people, the essential elements for a healthy life are readily available; for others, the opportunities for healthy choices are significantly limited.

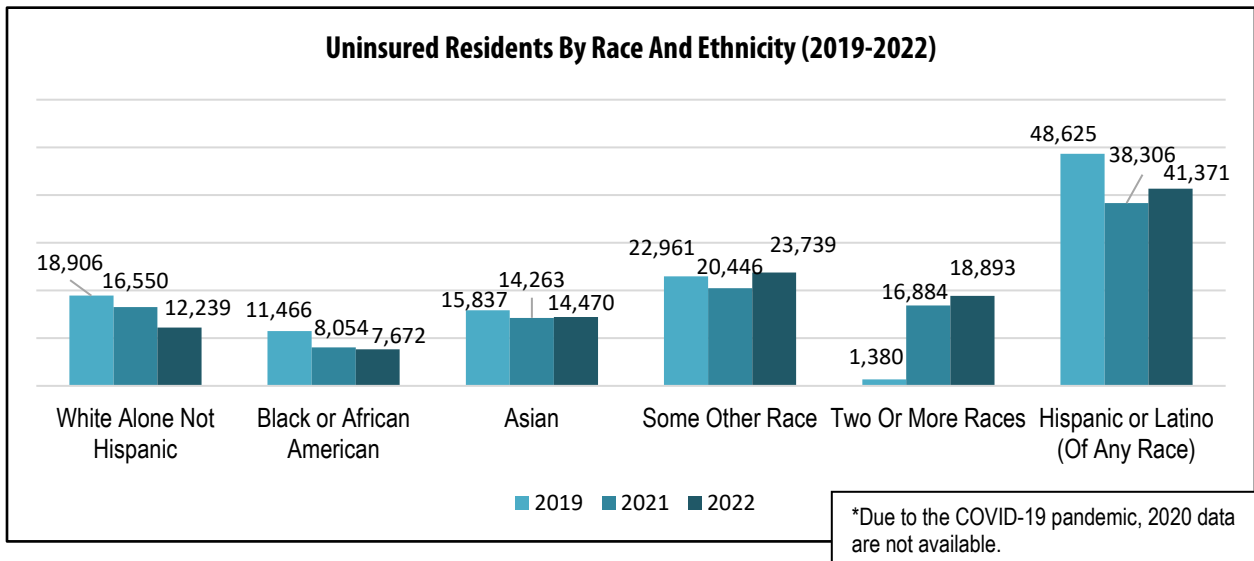


There are 15 headline metrics related to physical and behavioral conditions such as obesity, substance use, physical inactivity, access to services through health insurance coverage or availability of medical providers, as well as topics such as food insecurity and life expectancy. The metrics included in this Outcome Area help to evaluate the goals of improving the physical and mental health of all residents and creating a healthier community overall:

The percentage of Fairfax County adults who self-reported that their **physical health was not good** for 14 days or more in the past year has fluctuated from 2018 to 2021. In some areas of the County, the rates were almost twice as much as the



average in 2021. In addition, Fairfax County adults who reported their **mental health was not good** for 14 days or more in the past year has steadily increased since 2018. **Uninsured residents** (without health insurance) are more likely to skip or delay necessary medical care or medications due to high cost, which can ultimately lead to poorer physical and mental health and even premature death. In 2022, there were around 13,900 fewer uninsured residents in Fairfax County than in 2019. In 2022, Hispanic or Latino residents had the highest number of uninsured, followed by residents of Some Other Race.



For more information regarding health in Fairfax County, reference the [Healthy Communities Dashboard](#).

Housing and Neighborhood Livability

Reasonably priced housing and healthy, livable communities are critical to ensure a sustained high quality of life for the residents of Fairfax County. While no single action can fulfill the expectations of residents for affordable, connected, safe and walkable neighborhoods with necessary amenities, the proposed strategies in this section seek to promote equitable access to affordable housing, community assets and a variety of transportation options. The County is also focused on addressing the needs of people experiencing homelessness and those who require short-term emergency shelter. The County must also find a balance between the desire to protect and preserve existing neighborhoods and buildings and to revitalize older business districts, while also building vibrant new mixed-use urban centers. It is also critical to carefully consider the environmental impacts of development and to ensure that any potential stressors are eliminated or mitigated in alignment with Fairfax County environmental policies and practices. Implementation of the proposed strategies in this section will also be fully aligned with the actions outlined in the Community-wide Housing Strategic Plan.



Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
Percent of people in the labor force who both live and work in Fairfax County	57.9%	61.5%	70.0%
Number of affordable rental senior housing units ¹	2,707	2,707	2,707
Percent of homeowners that pay 30.0 percent or more of household income on housing (Calendar Year) ¹	NA	24.5%	23.1%
Percent of renters that pay 30.0 percent or more of household income on rent (Calendar Year) ²	NA	47.0%	45.2%

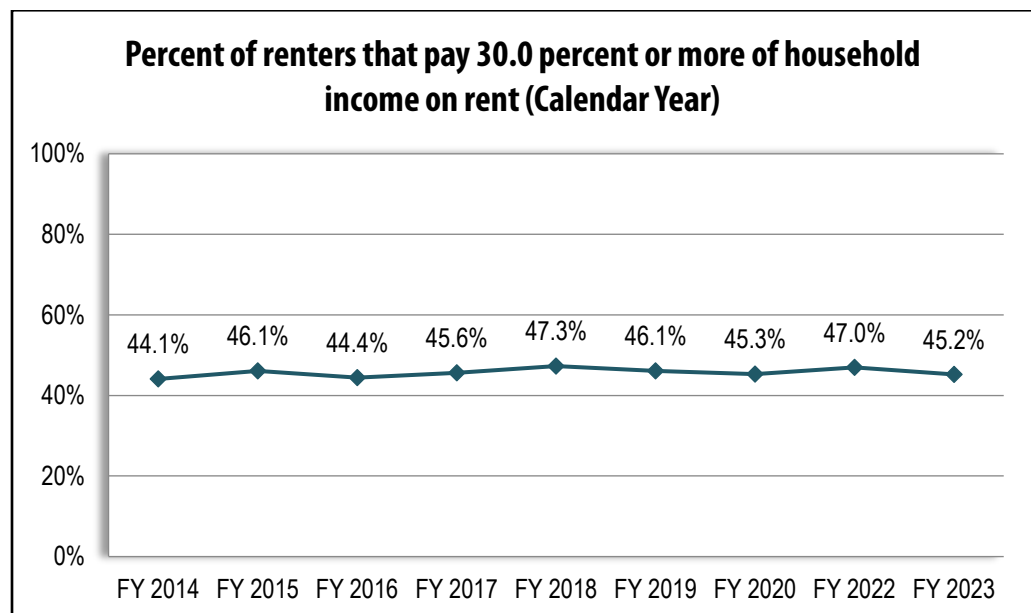
¹ The FY 2021, FY 2022, and FY 2023 Actual number of committed affordable rental senior housing units does not include properties that may be market affordable (ones that are privately-owned, do not receive a subsidy and do not have a restriction on their rent).

² The source of data for this measure is the U.S. Census Bureau American Community Survey 1-year estimates, which were not published for CY 2020/FY 2021 due to the difficulty in collecting data during the COVID-19 pandemic.

The **percentage of employed people who both live and work in Fairfax County** is currently approximately 70 percent and may be linked to both quality of life and access to mixed use development in the County. Additional residential development in business centers also increases the potential for the members of the workforce to live in proximity to their place of work. In addition, the County is actively promoting the creation and preservation of affordable dwelling units to support those who both live and work within the County.

Continued production of affordable senior housing by the Fairfax County Redevelopment and Housing Authority (FCRHA) and others, as well as preservation efforts, are helping to offset the loss of affordable senior rental units on the market. Currently, there is an inventory of approximately 2,707 committed affordable senior housing units, including both publicly and privately-owned rental units. This figure does not include rental units that may be market affordable (ones that are privately-owned, do not receive a subsidy and do not have a restriction on their rent).

The **percent of homeowners that pay 30 percent or more of household income on housing** and **percent of renters that pay 30 percent or more of household income on rent**, relate the cost of housing to income and provide an indication of the relative affordability of living in Fairfax County. That capacity has an effect on other aspects of the County's economy. For example, if housing is so expensive that businesses cannot attract employees locally, they may choose to relocate from Fairfax County, thus resulting in a loss of jobs. In FY 2023, 23.1 percent of homeowners paid 30 percent or more of their household income on housing, while a substantially greater number of renters, 45.2 percent, paid 30 percent or more of their household income on rent. *(Note: U.S. Census data are reported based upon the calendar year rather than the fiscal year and are typically available on a one-year delay. FY 2021 data represent CY 2020 data. Due to pandemic related difficulties in information gathering, the FY 2021/CY 2020 data were not published by the Census Bureau.)*



Lifelong Education and Learning

Fairfax County is the home of world-class learning institutions, including an outstanding public school system, the second-largest community college in the country and excellent university programs. These institutions, along with many County programs and community-based providers, support the education and learning needs of a large and diverse population.



Many adult residents are highly educated, employed in well-paying jobs with the potential for future career growth and have broad access to digital and in-person learning programs to continue to build their skills over time. Others have less access to well-paying jobs and the learning opportunities needed to successfully compete in the regional job market, which affects both individuals and families. There is also a tremendous need for quality early childhood education, which supports school readiness and is an essential component of success later in life. Finally, older residents need to be connected and engaged, especially through increased digital access and literacy, but also through in-person opportunities that teach new skills and offer a sense of inclusion and connection.

The goal of this community outcome area is to ensure that lifelong learning opportunities and the achievement of educational goals are readily available to residents at every stage of life, regardless of age. The proposed strategies in this section are focused on addressing existing disparities in learning outcomes, while expanding and integrating Fairfax County learning opportunities in a wide variety of educational and community settings.

Key County Metrics	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
Virginia Department of Education (VDOE) On-Time Graduation Rate	94.6%	94.1%	93.4%
Children served in the After School, School Age Child Care (SACC) Program	NA	8,349	8,766

In addition to the public school system (please see the end of this section for additional information about Fairfax County Public Schools), Fairfax County funds numerous programs to help children stay in school and provides recreational activities in after-school programs. These services contributed to the County's FY 2023 **Virginia Department of Education (VDOE) On-Time Graduation rate of 93.4 percent.**

The School Age Child Care (SACC) program provides fun, safe and educational care for children in kindergarten-sixth grade before school, after school and during school vacations in most Fairfax County public elementary schools and some County community centers. Children with special needs are fully included in all SACC centers. In addition, SACC programs at FCPS Key and Kilmer Centers serve youth, ages 5 to 21, with multiple types of disabilities. Children are served five days a week, Monday through Friday beginning at 7:00am until school begins and again at the conclusion of school day until 6:15pm. Full day winter, spring and summer programs are also offered at a number of consolidated sites throughout the County. In March 2020, the SACC program closed due to the COVID-19 pandemic and remained closed throughout the remainder of FY 2020 and FY 2021. The SACC program reopened for the 2021-2022 school year but operated at reduced capacity due to COVID-19 health and safety requirements. Due to SACC licensure requirements around staff to participant ratios and the shortage of employees being experienced nationwide, it is anticipated that the program will continue to experience modest participation rates in FY 2023 and FY 2024; however, it is expected that the program will be able to gradually increase enrollment as staffing levels improve.

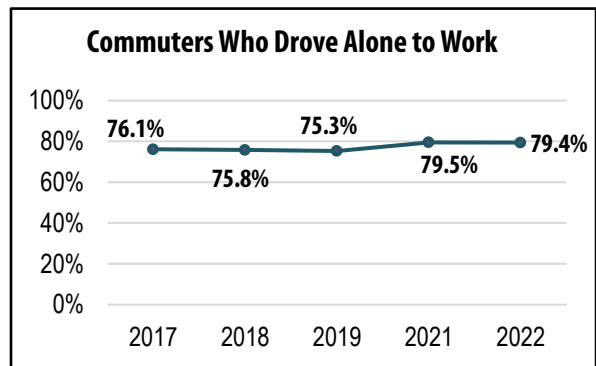
Mobility and Transportation



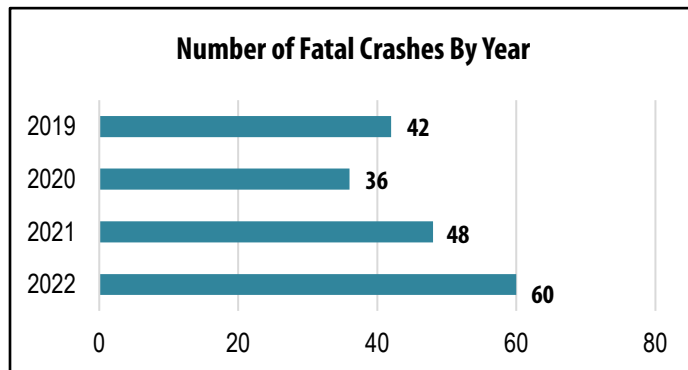
As a rapidly urbanizing community, the need to reduce traffic congestion and improve mobility is one of the greatest challenges facing Fairfax County. Residents and workers want a variety of ways to move around the community that are easily accessible, affordable, safe, and promote both healthy living and environmental stewardship. In addition, there is a greater focus on active transportation options that prioritize safe pedestrian access and bike-friendly facilities that are connected to mass transit.

There are six headline metrics related to commuting patterns, sidewalks and trails, road lane conditions, traffic crashes, traffic calming devices and transit subsidies. Overall, the metrics included in this Outcome Area help to evaluate the goals of reducing the reliance on single-occupancy vehicles and making the County more walkable to improve residents physical health and reduce traffic-related accidents.

Driving alone to work can have negative impacts on residents and the community at large, including increased traffic congestion, increased number of accidents due to more cars on the road, environmental impacts due to increased pollution and health impacts on drivers due to lower physical activity levels due to driving time. Of workers that commuted in 2022, approximately eight in 10 (79.4 percent or 353,720) of Fairfax County residents drove alone to work. By comparison, in 2019, 75.3 percent or 437,442 residents drove alone to work.



*Due to the COVID-19 pandemic, 2020 data are not available.



In 2022, there were a total of 2,923 **traffic crashes** of all types in Fairfax County, including 60 fatal crashes. Measures to decrease vehicle speeds in residential areas include the installation of **traffic calming devices** such as speed humps and speed tables. Since 1998, a total of 610 devices have been installed.

For more information regarding transportation in Fairfax County, reference the [Mobility and Transportation Dashboard](#).

Safety and Security

To meet the diverse needs of all residents, Fairfax County must ensure a comprehensive, equitable and inclusive approach to public safety and justice. Building a safe community is more than reducing and preventing injury and crime, it is about investing in strong, vibrant and engaged communities where all people are protected and supported to live lives to their fullest potential.



Residents, employees, and businesses want a community where people can go about their daily lives without fear or risk of harm. The responsibility to ensure a safe and secure place where all people can thrive is shared across multiple County departments and must also include the full participation of the entire Fairfax County community.

The proposed strategies in this section seek to promote fair policing and prosecution practices, strengthen the relationship between public safety and the most vulnerable members of the community, reduce reliance on use of force and incarceration, expand prevention and preparedness programs, and enhance transparency and infrastructure.

Key County Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
Ratio of Crimes Against Persons Offenses to 100,000 County Population (Calendar Year)	725.4	808	911
Percent of time Advanced Life Support (ALS) transport units on scene within nine minutes	89.0%	85.2%	76.1%
Fire suppression response rate for engine company within five minutes, 20 seconds	55.2%	58.9%	58.3%

Fairfax County is one of the nation's safest jurisdictions in which to live and work. In CY 2022, the Fairfax County **ratio of 911 Crimes Against Persons Offenses** per 100,000 residents reflected one of the lowest rates of any large jurisdiction in the United States. It is important to note that Crimes Against Persons Offenses includes all Forcible and Non-Forcible Sex Offenses, Human Trafficking Offenses, Kidnappings/Abductions, Homicides and Assaults that were reported to the Police Department. Additional information can be found in the Fairfax County Police Department's annual report on Group A Offenses: <https://www.fairfaxcounty.gov/police/chief/crimestatistics>.

The Fairfax County Fire and Rescue Department Advanced Life Support (ALS) and fire unit measures are standards set by the National Fire Protection Association (NFPA). The **five minute and 20 seconds fire suppression response standard** of the NFPA was met 58.3 percent of the time in FY 2023. **Advanced Life Support transport units arrived on the scene within nine minutes** 76.1 percent of the time in FY 2023.

Fairfax County Public Schools Strategic Plan

In June 2023, FCPS adopted a 2023-2030 Strategic Plan. To develop this plan, the division engaged 117,089 parents/caregivers, staff, students, and community members to share their diverse perspectives and voices. The plan includes five student-centered goals, each with equity commitments to support all students in attaining the goals. There are also four pillars that serve as the foundation of the division's work to organize and structure efforts to attain the goals of the plan. The new FCPS Strategic Plan was designed as a seven-year journey which allows for focus on different priorities over time along with continuous cycles of development, implementation, and monitoring:

Goals

- Every student will develop foundational academic skills, curiosity, and a joy for learning necessary for success in Pre-K through 12th Grade.
- Every student will experience an equitable school community where student health and well-being are prioritized, and student voice is centered.
- Every student will acquire critical and creative thinking skills, meet/exceed high academic standards, and achieve their highest academic potential.
- Every student will have access to high-quality academic programming and resources to support their success.
- Every student will graduate ready to thrive in life after high school and with the skills to navigate, adapt, and innovate for a sustainable future.

Mission

Fairfax County Public Schools, a world-class school system, inspires and empowers students to meet high academic standards, lead healthy ethical lives, and be responsible and innovative global citizens.

Pillars

- Differentiated & Culturally Responsive Learning Environments
- Vibrant Home, School, & Community Partnerships
- Diverse, Adaptive, & Supported Workforce
- Culture of Equity, Excellence, & Accountability



FCPS Overview

- **In FY 2024, FCPS' total approved membership is 179,952; nation's 12th largest school district.**
- **199 schools and centers.**
- **Full-day kindergarten at all elementary schools.**
- **Needs-based staffing at all schools.**
- **86.2 percent of FCPS graduates plan to continue to post-secondary education.**
- **In 2023, Thomas Jefferson High School of Science and Technology was ranked by U.S. News and World Report as #5 Best High School and also #4 for the best STEM school in the nation.**

FCPS is Efficient

FCPS ranks 5th when compared to other local districts in average cost per pupil (FY 2024 WABE Guide).

Portrait of a Graduate

1. Communicator
2. Collaborator
3. Ethical and Global Citizen
4. Creative and Critical Thinker
5. Goal-Directed and Resilient Individual

School system performance is monitored regularly throughout the year by the School Board to assure that reasonable progress is being made toward achieving the student achievement goals and that the system is complying with the Board's operational expectations.

FCPS students scored an average of 1181 on the SAT, exceeding both the state and national average for 2022-2023 school year:

FCPS	1181
VA	1113
Nation	1028

Next Steps

The development of the County's leadership philosophy and emphasis on strategic planning is an ongoing process that will continue to be refined in the coming years. The County budget is extremely well-received within the County and nationally. As a measure of the quality of its budget preparation, Fairfax County was awarded the Government Finance Officers Association's Distinguished Budget Presentation Award by meeting rigorous criteria for the budget as a policy document, financial plan, operations guide, and communications device for the 39th consecutive year. The County will continue to build on this success for future budget documents in order to enhance the accountability, transparency, and usefulness of the budget documents.